Learn Effective Reliability Centered Maintenance Strategies

• Learn everything you need to build a world class Reliability Centered Maintenance Program
• Discover exciting new ideas and learn helpful techniques to jumpstart your Reliability Centered Maintenance program
• Learn how Maintenance & Reliability Professionals just like you are creating results with RCM
• Meet leading RCM service providers
• Learn how to track the results of your RCM program

RCM Case Studies from:

• Cargill Inc.
• Kennecott Utah Copper
• Molson Brewery
• Motiva Refining
• USS-POSCO
• United States Postal Service
• Chemical Lime/ Lhoist

RCM-2005 is sponsored by:

Reliabilityweb.com
Reliability Magazine
Maintenance Technology Magazine
MaintenanceResources.com

RCM-2005 is managed by NetexpressUSA Inc.
LEARN TO EXCEL WITH RCM

Dear Maintenance and Reliability Professional:

World Class companies manage physical assets for maximum return and maintenance plays a critical role. Your company depends on you to develop a reliability strategy to remain competitive. Reliability Centered Maintenance is useful in ensuring that the asset function as the owner intends it to. You will find a very special group at the Reliability Centered Maintenance Managers’ Forum who will share their RCM experience. In just 3 days, you will learn how to apply metrics to your RCM project as well hearing what techniques actually work and as important, what did not work.

The Reliability Centered Maintenance Managers’ Forum opens with an optional workshop and roundtable workgroup titled RCM Scorecard, led by Jack Nicholas Jr. This event is designed to provide participants with a formalized method for applying business metrics to Reliability Centered Maintenance projects. Each attendee will have an opportunity to present their own experience relating to RCM metrics.

The following two days include RCM case studies that represent each major derivative Reliability Centered Maintenance methodology. Every session represents an actual RCM implementation case study and the resulting metrics used to measure the effectiveness on business operations. The case studies will also illuminate the type of RCM process used to accomplish the improvement to provide attendees with glimpse of each major RCM method.

The third day begins with a two hour short course to feed your brain with “Reliability Incident Management” by Steve Turner.

The Reliability Centered Maintenance Managers Forum is designed with plenty of peer networking opportunities including a welcome cocktail reception, RCM dinner banquet, lunch each day. Numerous refreshments and snack breaks ensure that you will meet many people who face the same issues you do on a daily basis.

Although there is no formal exhibition at the Reliability Centered Maintenance Managers Forum, several RCM solution providers will be on hand as event sponsors to answer your questions as well.

RCM-2005 is being supported by leading reliability information providers such as Reliabilityweb.com, Reliability Magazine, Maintenance Technology Magazine and MaintenanceResources.com.

We hope you will join us at the Reliability Centered Maintenance Managers Forum.

Terrence O’Hanlon, CMRP
Publisher, Reliabilityweb.com
What makes the Reliability Centered Maintenance Managers Forum unique?

- Real World RCM implementation case studies
  Each session presented is from a actual RCM implementation, includes metrics and illuminates the RCM Analysis method utilized
- Two Hour Short Course
  Join Steve Turner for a short course on Reliability Incident Management
- RCM Scorecard Workshop
  Join Jack Nicholas Jr., for a innovative and interactive workshop to define short and long term RCM performance metrics
- RCM Solution Providers
  Meet representatives from each major RCM Method at RCM-2005
- RCM Focus
- Reliability Leaders
  RCM-2005 includes participation from industry leaders including Jack Nicholas Jr., CMRP, Robert Baldwin, CMRP, Editor, Maintenance Technology, Terrence O’Hanlon, CMRP, Publisher Reliabilityweb.com and Reliability Magazine
- Professional Reliability Certification
  The Society of Maintenance & Reliability Professionals offers the Certified Maintenance & Reliability Professional (CMRP) exam at RCM-2005
- Networking Opportunities
  Whether you are relaxing during a refreshment and snack break, attending the RCM Dinner banquet or welcome reception you will find numerous networking opportunities at RCM-2005

RCM-2005
Schedule at a Glance**

** Wednesday, March 9
8:00 am – 3:00 pm .................................................... RCM Scorecard Workshop*
3:00 pm – 6:00 pm .............................................. RCM-2005 Welcome Reception

** Thursday, March 10
8:00 am – 9:30 am .................................................... Learning Zone Session
9:30 am – 10:00 am .............................................. Refreshment/Coffee Break
10:00 am- 11:30 am ................................................ Learning Zone Session
11:30 am – 1:00 pm ....................................................... Lunch
1:00 pm – 2:30 pm .................................................... Learning Zone Session
2:30 pm - 3:00 pm .............................................. Break Out Discussions
2:30 pm - 3:00 pm ................................................................. Break
3:00 pm – 4:00 pm .................................................. Keynote Address
5:00 pm – 8:00 pm ..................................................... RCM Banquet

** Friday March 11
7:30 am – 9:30 am .................................................... 2 Hour Short Course
9:30 am – 10:00 am .............................................. Refreshment/Coffee Break
10:00 am- Noon ................................................ Learning Zone Session
Noon – 1:00 pm ....................................................... Lunch
1:00 pm – 2:30 pm ................................................ Learning Zone Session
2:30 pm - 3:00 pm ................................................ Keynote Address

* Separate Registration Fee.
** Schedule, session's time, session topics and speakers are subject to change.
Reliability Centered Maintenance
Managers Forum Workshop

Wednesday March 9, 2005 Day 1 Optional Pre-Conference Workshop
7:00 am - 8:00 am Continental Breakfast in the Registration Area
8:00 am - 3:00 pm RCM Scorecard Workshop and Roundtable

Reliability Centered Maintenance Scorecard
By Jack Nicholas Jr.

Wednesday March 9, 2005
8:00 am - 3:00 pm
Lunch is Provided

We all hear a lot of positive and negative reports about Reliability Centered Maintenance (RCM) however most of the information is anecdotal rather than based on the actual metrics or documented results.

Join Jack Nicholas Jr. to learn more about the emerging RCM Scorecard, a metric based, results oriented method for assessing the results of your Reliability Centered Maintenance program. Jack has been inspired and influenced by RCM pioneers like Anthony “Mac” Smith and Glenn Hinchcliffe, authors of RCM - A Gateway to World Class Maintenance and active practitioners like Doug Plucknette (of RCM Blitz® fame), who along with Jack, each originated many of the ideas and concepts that will be explored in this workshop and roundtable.

The objective of a Reliability Centered Maintenance Score Card is to provide RCM users with a tool to help determine or demonstrate how successful a given RCM analysis was based on criteria that can be measured prior to performing an analysis, recommendations immediately following the analysis, and one year after the analysis tasks have been implemented.

Criteria selected as part of the RCM Score Card was selected using common RCM terminology used in the document titled Reliability Centered Maintenance by F. Stanley Nowlan and Howard F. Heap. The moderated roundtable session in the afternoon will invite participants to discuss:

- How they measure the results of RCM Projects, during and after completion
- What pitfalls and problems they have encountered in coming up with adequate metrics and
- What solutions they may have that will be beneficial to practitioners, vendors, customers, managers, sponsors and any other participants and parties interested in the progress and eventual outcome of an RCM project.

3:00 pm - 6:00 pm

RCM-2005
Welcome Reception Sponsored by Reliabilityweb.com

Thursday March 10, 2005 Day 2 RCM Learning Zone Sessions
7:00 am - 8:00 am Continental Breakfast in the Registration Area

8:00 am - 8:45 am

RCM in the Public Domain
by JC Leverette and Andres Echeverry , Anteon Corporation

The US Navy's NAVAIR System Command has been one of the leading developers and implementers of RCM methodologies in its efforts to improve reliability, safety, and optimize costs associated with the management of the Navy's aircraft fleet. NAVAIR's RCM methodologies have been updated and refined with over 20 years of RCM experience on a wide variety of complex systems. In this paper and presentation, we will introduce the audience to the following:
RCM Process Delivers Significant Reductions in Maintenance Spending and Increased Production Output at a PURAC America Venture
by Jim Schlader, CMRP, PURAC America & Brian Stevens, CMRP, MRG Inc.

This venture started production in July of 1998 with a new technology. It operated under that context until a re-engineering decision was made in 1999. Even after the re-commissioning of the facility, production goals were not being met coupled with high maintenance costs, which were the result of unreliable assets, poor system design and a lack of progress to resolve those issues, as well as poor infrastructure and building health.

At the inception of the RCM process, the plant was spending approximately 7% of RAV in maintenance, and could not achieve 50% of the annual production goal. Subsequent to performing analyses on 33 systems and implementing the results, the facility is spending approximately 4% of RAV in maintenance, with an increase in production capability to 133% of the rated nameplate capacity.

The partnership between Cargill Inc., Purac America and Management Resources Group contributed to a successful project. Each company brought philosophies and practices that were implemented to make for a successful collaboration.

This presentation will outline the “Road to Success” for this facility to include the following:

- **System Definition**
  - Defining the “Mason Dixon Lines”
- **Logistics**
  - Training
  - Facilitator Selection
  - Group Participant Selection
  - Session Rules
- **Tools**
  - Detailed Drawings
  - FMEA Documentation
  - Use of Software
- **The Plan**
  - Detailed Action Item Lists
  - Implementation
- **CMMS**
  - Design Changes
  - Standard Operating Procedure Changes
- **Sustainability**
  - Participation (Team Make-up)
  - Process of Discovery
  - Embedded Thought Processes
  - Training

Additionally Management Resources Group, (MRG) will address why success in any RCM endeavor is directly related to the realization that the product of the process has to be implemented. Typical issues to address in the “Acceptance” of the process:

- **Training**
- **Business Case/Business Plan**
- **Willingness to Accept Changes**
- **Participation and Leadership**
- **Crafts**
- **Operators**
Creating the Perfect PM Task
Using RCM Turbo
by Steven Lindborg, Maintenance Engineering Manager, Lhoist - Lime Europe

When talking about creating the perfect PM task it will be discussed how Chemical Lime (the US division of Lhoist) was able to improve reliability and capacity by over 200,000 tons by using RCM tools such as RCM Turbo. Chemical Lime uses rotary kilns and lots of material handling and crushing equipment to make its products. This type of equipment is very hard to maintain and also capital intensive. It will be discussed how Chemical Lime was able to set up teams to develop first like equipment PM's and then move to special and unique equipment. This project not only changed the way maintenance was done in the US but has now been exported to Europe in hope of achieving the same goals there.

RCM Blitz Case Study - Cargill - Reserve Louisiana, HP Barge Unloader
by Rick Baldridge, CMRP Cargill Inc., Pete Laman, CMRP Cargill Inc., Doug Plucknette, President Reliability Solutions, Inc.

In 2003 Cargill Reserve Louisiana’s HP Barge Unloader suffered two serious failure events that in total, cost the company over one million dollars. In April of 2004 a team of Cargill employees performed a RCM Blitz analysis on this asset with the goal of developing a complete maintenance strategy that would ensure both equipment reliability and environmental, health, and safety performance.

This presentation discusses the details and results of this critical RCM analysis including:

- The make up of the Reserve RCM Team
- Number of Functions in the RCM analysis
- Number of Failure Modes assessed in the analysis
- Number of Predictive Tasks Identified
- Number of Preventive Tasks Identified
- Number of Hidden Failures uncovered in the analysis
- Number of Redesigns Identified
- The time it took to complete this RCM analysis
- The number of tasks implemented from this RCM analysis
- The results and performance of this asset since the analysis

RCM Analysis Case Study of a New Automated Package Processing System (APPS)
by Raymond J. Darragh, CMRP, Maintenance Field Support Specialist, United States Postal Service - Norman, OK

Every maintenance organization has the responsibility of maintaining and providing Operations with safe, reliable equipment. But who defines the maintenance program for the equipment in your plant? The vendor? The equipment designer? The local maintenance organization? More importantly, what is the best process to document and define maintenance activities that should be performed to minimize life cycle costs and optimize equipment reliability?
The United States Postal Service (USPS) recently addressed those questions when we procured the most technologically advanced piece of mail processing equipment in our fleet: the Automated Package Processing System (APPS). This complex package processing system is controlled by 35 computers and consumes up to 50,000 square feet of floor space. Prior to deployment, the vendor provided maintenance checklists and an estimate of the work hours required to maintain this new system. However, the maintenance program recommended by USPS Maintenance Engineering Analysts was more comprehensive and required four times the work hours recommend by the vendor. To compound matters, the program budget could not fund the entire cost of the USPS maintenance program.

To resolve this problem and determine the precise amount of maintenance required to provide Operations with a reliable system, the USPS decided to perform a classical Reliability-Centered Maintenance analysis on the APPS prior to deployment. The goal of RCM is to conduct a system functional analysis to identify applicable and effective maintenance actions. To achieve that goal, the USPS formed a team responsible for: identifying the important functions that should be preserved on this new equipment; determining how a loss in each of those functions would impact production, the customer, and the bottom line; prioritizing the effect or impact on each of the previous losses; and quantifying what needed to be done to prevent, mitigate, eliminate, or detect the onset of failure.

The presentation by the United States Postal Service will detail the experience of performing a classical RCM analysis and the numerous unexpected benefits discovered by adopting this maintenance methodology prior to equipment deployment.

**Structured RCM2 at USS-POSCO Industries**  
by David Northrop, Reliability Engineer/RCM2 Manager and Gary Beasley, RCM2 Facilitator

A detailed explanation on how an RCM2 effort has been successfully implemented at USS-POSCO Industries, a steel finishing company in California. Learn some advantages of employing an in-house RCM2 facilitator supported by Strategic Technologies Inc.. Realize the benefits from utilizing RCM2 software to perform analyses and develop reports.

Consider an approach to addressing underlying issues related to RCM:

- Project selection and prioritization
- Analysis and audit team development
- Training
- Analysis and audit processes

We will show how we overcome obstacles of RCM2 analysis proposal implementation and review a simple measurement of maintenance effectiveness. Review the results of completed RCM2 analyses that have shown outstanding turnaround in the operating performance of vital assets. Reexamine an RCM2 effort with less than favorable results and the causes. Identify challenges going forward with sustaining the RCM2 effort at USS-POSCO Industries.

Case Study Review: Seven RCM2 Analyses have been completed to date.

- PLTCM Roll Change Car
- CTV Car
- UPI Compressed Air System
- 2CC Welder
- ETL TFS Cell
- Roll Grinder
- PLTCM Miebach Welder
PM Optimization Case Study at an Open Cut Coal Mine
by Steve Turner, BEng, MBA, President, OMCS International

This Open Cut Coal Mine has conducted three workshops in the past eight months. The first was a Marion 8050 dragline. The site has kept back implementation until the major four year upgrade happening about now.

Learning from this, they tackled a large excavator which took four days to analyse and create the schedules ready for implementation. This project will form the base of the paper since implementation happened very quickly and the results are excellent. Reduced the down day from 12 to 7 hours and reduced maintenance related down time by half (this number is still reducing).

The third assignment was on a much larger dragline and some of the results of this work will be shown.

The session will show some results from assignments where the equipment was analysed well before commissioning and show some results here. Interesting case indeed... The company buys a new long-wall mining system for $65M with performance guarantees from the vendor to mine at 96% availability. We pull the vendor manual and analyze the prescribed maintenance which accounts for 4% of total time. This obviously means the contract for the supplier is near impossible to reach. It does not allow for any breakdown at all. The PMO2000™ analysis found that PM needed to be 2% and this could be reduced by modification. In addition the vendor was missing a significant chunk of maintenance activity.

This presentation will demonstrate the frontier that PM Optimization is now driving.

The primary delivery items are:

- A PMO program should not just rationalise the existing program but it should add to it what is missing. This is a fundamental difference between what we are doing in Australia and what is occurring in the US. The intent of our initial PM Optimization development was to produce the same results as RCM but use the existing maintenance program. The only way to do this is to add the missing bits.
- PMO2000™ is ideal for new equipment where there is similar equipment being used elsewhere.
- There is absolutely no doubt that the PMO2000™ analysis is faster than SAE RCM by a magnitude of 5 or more and generates the same maintenance program. This has opened up a huge opportunity for asset intensive companies. The Peak Downs site is one of our leading sites and sees the future not in RCM / PMO2000™ per se, but in the living program which is all to do with problem identification and solutions. In the four days of workshops for the Excavator, the foundation was laid for this to happen. This would compare with five weeks to do a full RCM.
- 2/3rds of the gains come from the living program mentioned above but most organizations never get this far to find out. They get exhausted (mentally and financially) by RCM and most drop by the side of the road.
- The analysis should be empirical rather than statistical.
The RCM-2005 Dinner Banquet
sponsored by Reliabilityweb.com

All RCM-2005 conference attendees are invited to attend Dinner Banquet as the sun sets in the warm Florida evening air on the Clearwater beach at the Sand Key Resort. Wear your Florida (or Hawaii) shirt and bring your dancing shoes! Spouse passes are available.

Reliability Incident Management
by Steve Turner, BEng, MBA, President, OMCS International

Steve Turner teaches how a reliability incident management system allows organizations to make better use of their time, control minor projects effectively and regain production time being lost to equipment and plant failures.

This short course includes a detailed process description for reliability incident management and fully functional software program to manage a set number of reliability incidents at your facility.

Abstract of Case Study Improving Performance of Automatic Guided Vehicles at Kennecott Utah Copper Corporation Refinery
by Bill Keeter, CMRP, ARMS Reliability Engineers – USA, LLC

The Kennecott Utah Copper Corporation uses Automatic Guided Vehicles (AGV’s) to transfer process raw materials and finished products back and forth from the preparation and finished product area to the electrolytic tanks located in the Tank House.

The reliability and performance of the AGV’s was creating a production bottle-neck for the facility. This case study explores how at team of Kennecott Utah Copper personnel employed a variety of Reliability Improvement Methods including Weibull Analysis, Reliability Centered Maintenance, and Root Cause Failure Analysis to make rapid and dramatic improvements in the performance of the AGV system.

Leveraging Parallel RCM Strategies to Achieve Rapid Results
by Roger Zavagnin – Reliability Practitioner, Ivara Corporation and Randy Grant – Manager, Reliability Solution Services, Ivara Corporation

You need to get more out of your equipment yet your equipment has become increasingly complex and your equipment experts will soon be retiring. You need more effective maintenance programs, but you don’t have enough time, resources or money to analyze all your assets as quickly as you would like.
Leveraging parallel RCM strategies deliver rapid results as well as establish the foundation for a sustainable maintenance process delivering optimal levels of equipment reliability over the long term. Your company is depending on this approach for future success.

While you target priority equipment with RCM, you also diversify your equipment reliability strategy to include practical and extremely effective work identification methodologies like FMEA / Maintenance Task Analysis. With this strategy, your move to a proactive, reliability-based approach to asset management will be faster — and include huge financial gains.

In this session, you will learn how to:

- Prioritize equipment based on contribution to business goals and risk (frequency of failure X consequence of failure).
- Determine the work identification methodology that best matches the needs of the equipment.
- Learn how to apply Maintenance Task Analysis to achieve rapid results when implementing an equipment reliability strategy.
- Examine maintenance as a business process and determine the critical elements to achieving and sustaining optimal levels of equipment reliability.

Examine a case study from a Canadian Brewery demonstrating how they achieved rapid results using a combination of work identification strategies and have put in place a sustainable reliability-based maintenance process.

11:30 am – 1:00 pm Lunch
12:30 pm - 1:00 pm Ice Cream RCM Session Sponsored by Reliability Magazine
1:00 pm - 1:45 pm RCM Learning Zone Sessions

Integrating RCM Value into Mobile Data Collection System at Motiva Refining
by Walt Sanford, Advanced Reliability Technologies and F.J. Marcel, Motiva Refining

This paper will discuss how to achieve pacesetter performance by effectively integrating operator equipment surveillance activities and predictive tasks into wireless field data collectors utilizing the principles of Reliability Centered Maintenance (RCM). The case history study will review the results of the reliability improvement program and describe the methods and tools, which have been implemented to enhance and improve safety/environmental compliance, unit operating efficiencies and equipment availability at Motiva Enterprises, Convent Refinery.

Two increasingly used technologies in defining and maintaining asset reliability programs are Reliability Centered Maintenance and mobile field force automation systems. While these systems and processes have been around for years, the return on investment (ROI) may not have been as crucial a factor as it is today. Both of these processes have potential for significant returns; however, each process, when implemented by itself, sometimes does not demonstrate 100% of the expected return. Why is this? This paper explores this question.

1:45 pm - 2:30 pm RCM Learning Zone Sessions

Redefining Your Maintenance Strategy Using Streamline RCM (SRCM®)- It’s Not Just A Study That Counts
by Greg Toomey, SKF

This paper presents the application of SRCM process at several types of facilities. It includes review of asset criticality and maintenance strategy to portions of facilities as well as complete plants. It describes the SRCM method for aligning maintenance activities to a facility's business objectives for production, safety, environment and quality. The paper will discuss that for any meaningful impact to a maintenance program, the maintenance strategy review project must include implementation, execution and continuous improvement activities and processes. Without these activities and processes any review using any RCM approach is doomed to fail.
Multiple case studies will be presented detailing scope, approach, organization and results. Each of these projects were not simply performing a review but included the implementation of the results. Insights and lessons learned will be presented that come from these multiple projects to convey the importance of implementing and continuing the process and pitfalls that can fail any project.

2:30 pm - 3:00 pm RCM-2005 Forum Wrap Up

Learning zone sessions and schedule are subject to change without notice

Where is RCM-2005 being held?

At the Sheraton Sand Key Resort in beautiful Clearwater, Florida where the March temperatures range from mid 60’s to the low 80’s. Served by two major airports (Tampa/St Pete & Clearwater) there are hundreds of low fare flights available to RCM-2005.

The Sheraton Sand Key Resort is nestled on 10 acres of white sandy beach between the warm waters of the Gulf of Mexico and the sparkling bay. Journey to Florida’s west coast to Sand Key Island and experience the pleasures of this tropical paradise we call home.

Catch a glimpse of nature at its best as you visit our neighbor, Sand Key Park and Preserve, or watch the glowing sun melt into the horizon from our sandy backyard. Just minutes from the action of Clearwater Beach, yet you’ll feel as if you’ve discovered a private island built especially for you!

Specially-rated blocks of rooms are being held at the conference hotel:

Sheraton Sand Key Resort
1160 Gulf Boulevard
Clearwater Beach, FL 33767-2799
Reservations: 727-595-1611

$ 189.00 single and double per night

Be sure to mention that you are attending the RCM-2005 Reliability Centered Maintenance Managers’ Forum to receive the discounted conference rate. The deadline for the conference rate is February 6, 2005.

Airport transportation

Airport Shuttle is offered by AP Connect at (800) 282-6817

4 Ways to Register for RCM-2005

Online: www.maintenanceconference.com/registration.htm

By Fax: 309-423-7234 (automatic Fax only)

By phone: 239-985-0317

By mail: RCM-2005 Registration, PO Box 07070, Fort Myers FL 33919, USA

Receipts/Invoicing: Receipts and invoices will be delivered to the email address provided on your registration form.

Payment in US Funds must be received by credit card, check or money order to confirm registration. Call or email for bank details and wire transfer fees.

All purchase orders should be made payable to the official RTCM-2005 management company: NetexpressUSA Inc. PO Box 07070, Fort Myers FL 33919

Cancellation: In the event that an RCM-2005 attendee notified NetexpressUSA of the cancellation by February 1, 2005, a full refund of all monies paid less an administration fee of $150 will be made. NO refunds after February 1, 2005 however companies can substitute another employee.
# RCM-2005 Registration Form - Please print clearly this will be what is used on your forum badge

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Do you have any special requirements or requested need during conference? (ex. Handicap, Vegetarian)

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## RCM-2005 Forum Pass Fees

- **RCM 2005 Forum Pass (March 10-11)** $995
- **RCM-2005 3 day Pass** includes the pre-conference RCM Scorecard workshop (March 9-11) $1295
- **RCM Scorecard Workshop (March 9th)** $495

## Spouse Packages

- **Full Spouse Pass includes all meals and social events** $195

## Billing Information

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**FAX REGISTRATION FORM TO 309-423-7234**

RCM-2005 is being hosted by NetexpressUSA Inc., the same group who brings you Reliabilityweb.com

**NetexpressUSA, Inc.**

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